

2024 Competency & Skills Matrix



– AIMCo Board of Directors

		Phyllis Clark	Ken Kroner	Theresa Whitmarsh	Sharon Sallows	Tom Woods	Roger Renaud	Jim Keohane	Lorraine Mitchellmore	Bob Dhillon	Jon Horsman	Jason Montemurro	Total
Experience & Competencies													
Top Executive Experience	Top Executive – Significant Corporation (select one or the other):												
	CEO of a major corporation			x			x	x	x	x	x		6
	Other top executive	x	x	x	x	x	x				x	x	8
Investment Management & Investment Risk	Asset/Investment Management (i.e. CIO or equivalent in an asset management firm)		x	x			x	x		x			5
	Public Markets		x	x			x	x	x	x	x		7
	Private Markets (e.g. Real Estate, Infrastructure, Private Equity, deal structuring)		x	x	x	x	x	x			x	x	8
	Investment Risk		x		x	x	x	x		x	x	x	8
Other Related Competencies	Risk Management	x	x	x	x	x		x	x	x	x	x	10
	Corporate Responsibility/ESG	x					x	x	x	x	x		6
	Client Engagement & Stakeholder Relations	x		x		x	x	x	x	x	x	x	9
	Global Business Experience		x	x	x		x		x	x		x	7
	Talent Management & Performance	x			x	x	x	x	x	x	x		8
	Business Transformation	x	x	x		x	x		x	x	x		8
	Information Technology	x		x									2
	Corporate Governance	x		x	x	x		x	x	x		x	8
<i>*Bolded indicate top 5 most relevant experience.</i>													
Diversity	Years on Board	7.2	7.2	1.9	6.3	8.3	4.3	2.8	2.2	1.4	0.7	0	-
	Female	x		x	x				x				4
	Male		x			x	x	x		x	x	x	7
	Other Diversity ¹									x			1
Geography²	Alberta	x	x						x	x	x	x	6
	Canada (outside Alberta)				x	x	x	x		x			5
	United States		x	x			x						3
	Europe												0
	Asia									x			1
	Other						x ³			x ⁴			2
Core Director Attributes	Significant executive leadership experience, including proven experience developing vision and strategy, achieving operational effectiveness and fostering an ethical and performance-based culture.												
	Highly capable demonstration of integrity, intellectual curiosity and interpersonal and judgement qualities necessary to engage effectively with management and board stakeholders.												
	Exceptional standard of performance and achievement, collegial, good judgement and free of conflicts of interest.												
	Politically and environmentally sensitive to AIMCo's governance structure and mandate, with demonstrated understanding of government and public policy.												

1. Includes self-declared diversity such as visible minority, persons with disability, of an ethnic or cultural group, Indigenous, LGBT+, etc.

2. A director may select more than one description for geography. In addition to current place of residency, other declarations may reflect circumstances where one had/has a significant affiliation with a region, such as: 1) having been born, raised and educated, 2) having spent a significant amount of time in a particular region during his/her related career, etc.

3. The other geography indicated by Roger Renaud is the United Kingdom.

4. The other geographies indicated by Bob Dhillon are India and Belize.